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The Director of Central Intelligence
Washington, D.C. 20505

National Intelligence Council

14 December 1988

MEMORANDUM FOR: Executive Director

FROM: Fritz W. Ermarth
Chairman

SUBJECT: Report of E-Career Task Force

I think the report is an excellent assessment of the situation and problems, and I support its recommendations. I do so precisely because I think the modest tinkering and fixing of the E-Career system is what the current situation calls for. It does not prejudge important management issues I feel certain will come up in the near future.

As I said at our meeting, I anticipate a protracted period ahead in which, as in the 1970s, the relationship between the DCI's Agency and Community responsibilities will become more important and also more difficult. There will be new pressure to tighten up the management of the Community and to rationalize the place of CIA in it. This will bring new attention, outside and inside the family, to questions of how the DCI runs and staffs his front offices. These include the CIA's leadership, the O/DCI, the ICS, etc. I have a strong hunch we shall be pressured to move toward a DCI General Staff concept to bring more unity to the CIA and the Community. This may require the creation of a true Executive Service, combining Community and CIA SISers, whose members might show up in the managements of other agencies, e.g., NSA, DIA, not just CIA and the DCI's staffs.

Meanwhile, the DCI needs a "care-and-feeding" cadre for running his present front offices; the E, or C, service fills the bill, and may continue to do so. But it is not too early to begin thinking about the Community management implications of the coming period of tight budgets and pressures for greater efficiency. Otherwise, outside institutions (e.g., OMB, Congress) will impose their will, or key aspects (e.g., the structure of the NRO) will be addressed seriatim.

One minor comment: The report mentions a number of personal career management problems that have drawn attention to the weakness of the E-Service as a career management and counseling body. Some of these problems concern NIC or former NIC personnel. They are not inappropriate to the report, but they should be recognized as individual personnel management problems, not structural or policy problems. They have occurred largely because of individual weaknesses and/or the personnel policies pursued at various times in the NIC.



Fritz W. Ermarth

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